

# Values and behaviours



Working better together  
for our residents

The example behaviours listed against each value are designed to help colleagues understand how our values can and should be visible in everything they say and do, whether dealing with residents or people we work with.

The behaviours are cumulative, so our senior leaders (heads of service and above) should demonstrate them all. Doing so means our most senior people will be setting the tone and standards for the entire organisation. In that way, they will ensure our values are at the heart of everything we do, that our work always links back to strategic objectives, and that we put our customers first. Our leaders should be visionaries, always looking to the future and driving the organisation forward.

Managers should be leading and championing all our values with their teams. To do that, they need to demonstrate the extra behaviours listed for them as well as those listed for all colleagues. They should be enabling their people to act in line with the various behaviours and support them to understand how doing so contributes to our overall goal of working better together for our residents.

Specific actions that will bring the behaviours to life are likely to differ between teams so are not included here. Teams are therefore encouraged to discuss specific actions, which will support the overall behaviours in their areas.

## Compassionate

Our neighbourly spirit prevails and informs how we treat everyone, from the colleague sitting next to us to the resident in our care. We are generous with our time, our actions, and our investment in people, whether our colleagues or residents.

### Example behaviours – all colleagues:

- I'll listen with empathy, putting myself in the shoes of others, to ensure I understand what they need, and they feel supported and respected.
- I'll be caring, considerate and non-judgemental towards others, so that people feel able to approach me when they need my help.
- I'll be polite and patient, setting aside personal opinions to allow for open communication and collaborative problem-solving.

### Additional example behaviour – managers:

- I'll actively encourage open communication with my team so that I can provide support and direction when needed and ensure we put our customers first.

### Additional example behaviour – senior leaders:

- I'll promote a culture of empathy and understanding throughout the organisation through my own actions and by holding my team to account so that customer needs are always our first consideration.

## Progressive

We are committed to change where it will improve services, systems or processes for our residents and others. Our teams strive to be better than the day before and recognise the achievements of getting there. By asking questions, thinking creatively and trying out new things, we ensure that change is incremental and that we learn from mistakes as we go.

### Example behaviours – all colleagues:

- I'll be curious and open to change, asking questions and challenging constructively to understand our goals and ensure my contribution is valuable.
- I'll explore new approaches, accepting that they might not always be right first time, so that I am supporting service improvements to residents.
- I'll ask for help and guidance if I need it so that I am better equipped and open to adapt how I work with others to solve problems quickly and effectively.

### Additional example behaviour – managers

- I'll support and mentor my team, providing regular feedback to allow them to reflect and develop, and to ensure that mistakes represent opportunities to learn and improve.

### Additional example behaviour – senior leaders

- I'll set the direction and ambitious goals for the organisation, challenging us to always be better.

## Dependable

If we say we are going to do something, we do it. We take ownership and hold ourselves and others accountable for following through on the commitments made. By demonstrating that we consistently deliver and keep our promises we build the trust of everyone we work with. Our colleagues and residents can count on us.

### Example behaviours – all colleagues:

- I'll use my professional knowledge and experience to organise my work so that I am responsive and supportive towards my customers and my team.
- I'll be accountable, explaining clearly what I am going to do, why and by when, and will deliver actions in line with the expectations I have set.
- I'll make sure I understand and comply with the agreed standards for my role and my team so that we are all providing a consistently high level of service.

### Additional example behaviour – managers

- I'll provide clear communication about and support with team standards and objectives, ensuring everyone is delivering expected outcomes for our residents.

### Additional example behaviour – senior leaders

- I'll be transparent in my decisions and actions, managing my team well to ensure colleagues and customers can trust my leadership.

## Inclusive

We believe in housing that works for everyone. Celebrating the diversity of both our resident and employee communities, we commit to profoundly changing the balance of power in our organisation in order to authentically reflect them. We proactively fight injustice and champion equality. Collaboration, whether with external agencies or through internal teamwork, is the only way to achieve our collective vision. Good ideas can come from anywhere, so we take the time to listen to others and treat everyone with respect.

### Example behaviours – all colleagues:

- I'll be understanding and open minded, recognising that everyone is shaped by different experiences, so that I can create an environment in which everyone thrives.
- I'll be self-aware, considering how what I say and do might come across to others, so that colleagues and customers feel able to engage with me when they need me.
- I'll be friendly and welcoming, recognising everyone's contribution is important, no matter their role or status, so that we can all work to our strengths.

### Additional example behaviour – managers

- I'll actively seek out diverse perspectives within my team and encourage collaborative working.

### Additional example behaviour – senior leaders

- I'll actively promote and champion diversity and inclusion, ensuring the organisation is representative of the communities we work in and for.

## Empowered

We are facilitators, here to champion and support our residents. Led by them and their needs, we empower them to use their home as a springboard to prosper and grow. We empower our people to lead, take ownership of their work and be accountable for everything they do. They leave their own mark as they contribute to the positive change we collectively make.

### Example behaviours – all colleagues:

- I'll proactively seek opportunities to learn and develop so that I am confident in my own knowledge and expertise and can use that to both challenge and support others.
- I'll take responsibility for understanding the purpose of my role so that I can make and own decisions and contribute to a team that works better together for our residents.
- I'll ask for regular feedback from people who work closely with me so that I understand my strengths as well as areas for improvement so that I am motivated to succeed.

### Additional example behaviour – managers

- I'll delegate decisions, tasks and responsibilities, trusting my team to take ownership of their work but supporting them when they need help.

### Additional example behaviour – senior leaders

- I'll promote a culture of autonomy in which people have the appropriate resources and direction to succeed.